

“Doing what you’re afraid of, getting out of your comfort zone, taking risks like that – that’s what life is. You might be really good. You might find out something about yourself that’s really special and if you’re not good, who cares? You tried something. Now you know something about yourself.”



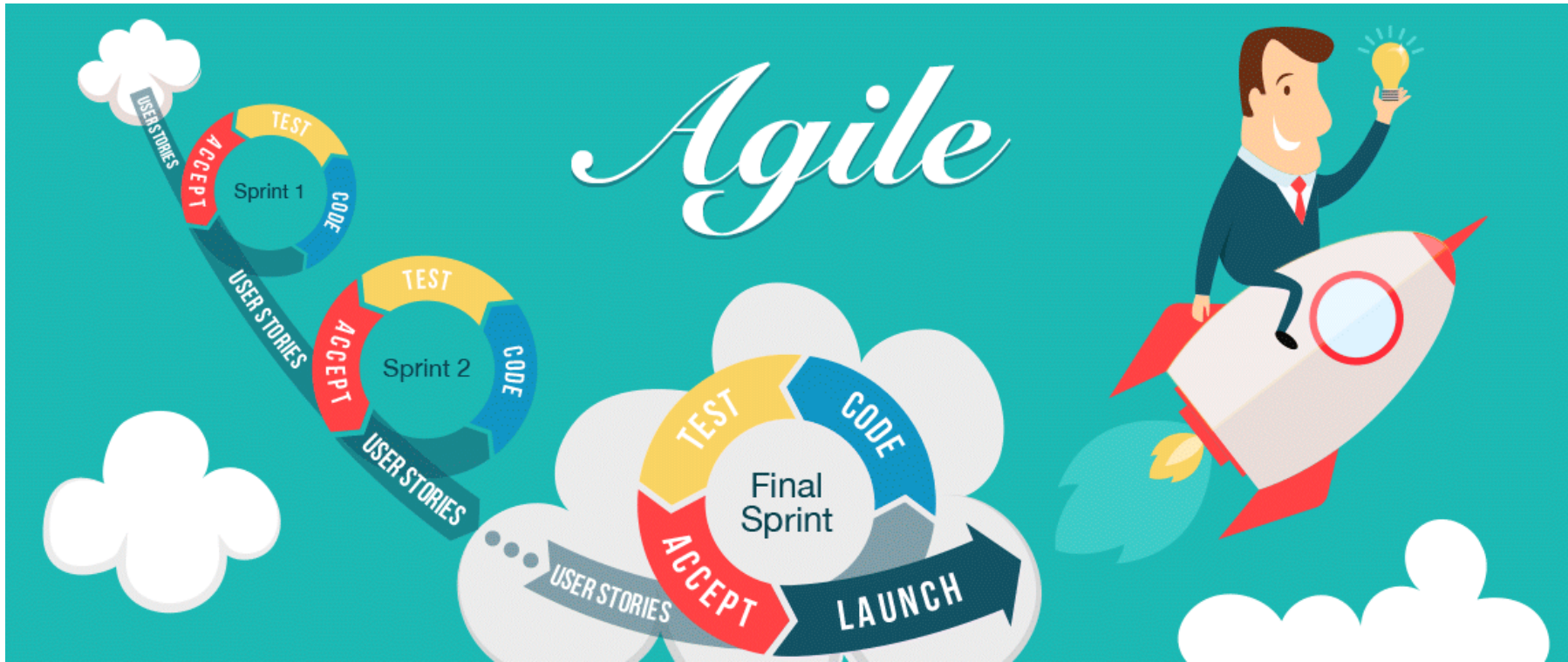
I never thought
in terms of being a

LEADER

I thought very simply
in terms of helping

PEOPLE

- John Hume



Portfolio Management in an Agile World

SIUE PM Symposium – November 17, 2017

Vicki Schumacher

How'd I get here?!



Project Manager



Program Manager



Manager, Project Managers



VP, Process Governance

Aka

Agile Transformation Leader



Project, Program, Portfolio... What's the Difference?!



PMI DEFINES PORTFOLIO MANAGEMENT...

Project / Program / Portfolio

Source: The Standard for Portfolio Management (Third Edition)

Project

- A **temporary** endeavor undertaken to create a **unique** product, service or result.

➤ “How”

➤ Tactical

Doing **things right**

Program

- A group of **related** projects, subprograms and program activities that are **managed in a way** to obtain benefits not available from managing them individually.

Portfolio

- Projects, programs, sub-portfolios and operations managed as a group to achieve **strategic** objectives.

➤ “What”

➤ Strategy

Doing **right things**

Roles and Responsibilities

Portfolio Manager



Manages and balances process of which decisions are made regarding **what to invest in, how much to invest in, and when to change investments**, based upon agreed upon strategy, total resources available, and changing conditions. *Focus on projects across the org. that are in progress at any one point in time.*

Program Manager



Manages a **multitude of simultaneous projects** focused on providing management support to a specific customer / product. *Work with stakeholders across the entire organization focused on strategic business objectives.*

Project Manager



Manages complex, **non-routine, one-time efforts** limited by time, budget, resources, objective, and performance measurements designed to meet customer needs. *Provides direction, coordination, and integration to the project team.*

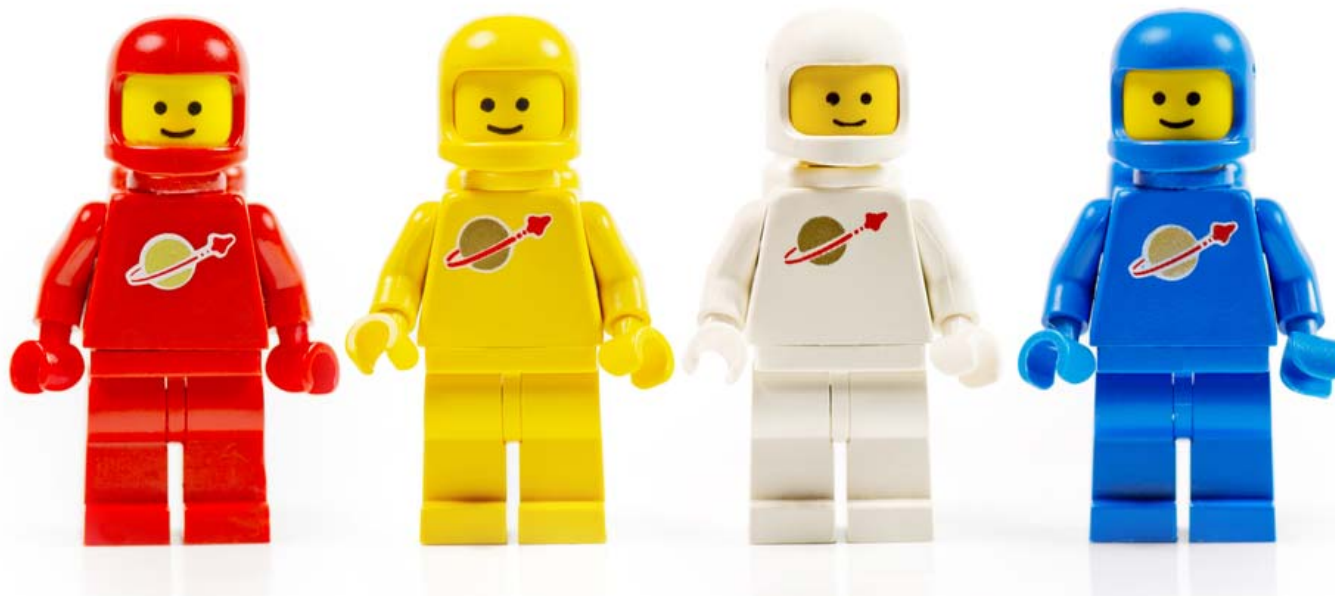
Job Challenges

PORTFOLIO MANAGER		PROGRAM MANAGER		PROJECT MANAGER
Aligning & Optimizing Projects	vs.	Process Development	vs.	Process Compliance
Aligning Investment Funds		Cross- Business/Enterprise		Cross-Functional
Business Coordination		Orchestration and People Management		Time Management and People Coordination
Aligning Associated Resources with Org. Priorities		Return On Investment (ROI) and Value Delivery		Project Completion on Time, on Budget, and to Expectations
Conflicting Business Requirements		Competing Business Strategies and Objectives		Conflicting Project Requirements

We've all heard...



LET'S START AT THE PROJECT/TEAM LEVEL.



There are some key things to have in place that help make Agile Portfolio Management possible.

Guiding Principles for Agile Teams provide Governance and Standards.

Examples of Guiding Principles at Scottrade

- ✓ Agile Standards are based on the Scrum guide and are reviewed/updated at least annually.
- ✓ All team members complete Agile training prior to Sprint 0 of a new team.
- ✓ Agile core team members are collocated. Team members in Denver collocate together and duplicate the Agile walls.
- ✓ A new Agile team must have business commitment to be part of the team in a Product Owner role.
- ✓ Agile teams use both Rally and physical radiators.
- ✓ We encourage team members to have the Agile mindset and be open to change.

Team Metrics

- Status reports changed...
 - Shift from ETC/EAC to Predictability.
 - Focus on whether a team delivered what they commit to deliver

Team Information		Team Health		
Team Name:	"the office"	Current Project:	<Actual Project Name>	
Approved Team Size:	10 FTE	Project Number:	<Clarity Project ID>	
Business Sponsor:	<Name>	Project Closure Date:	4/24/2015	
Product Owner:	<Name>	Status		
ScrumMaster:	<Name>	Overall:	G	
Project Description:	Enhance management process.		Flow:	G
		Quality:	G	
		Predictability:	G	
		Satisfaction:	G	
		Budget:	G	
Release Plan				
Current Release 3	Release 4 Goals	Release 5 Goals		
<Date>	<Date>	<Date>		
Goal 1 Goal 2 Goal 3...	Goal 1 Goal 2 Goal 3...	Goal 1 Goal 2 Goal 3...		
Written in terms of business value.	Written in terms of business value.	Written in terms of business value.		
Status Comments				
Completed Release 2 production deployment successfully on 09/30. Release 3 started 10/01 and is on schedule for production deployment 12/02.				

Good practices starting at the individual team level sets the stage for growth...



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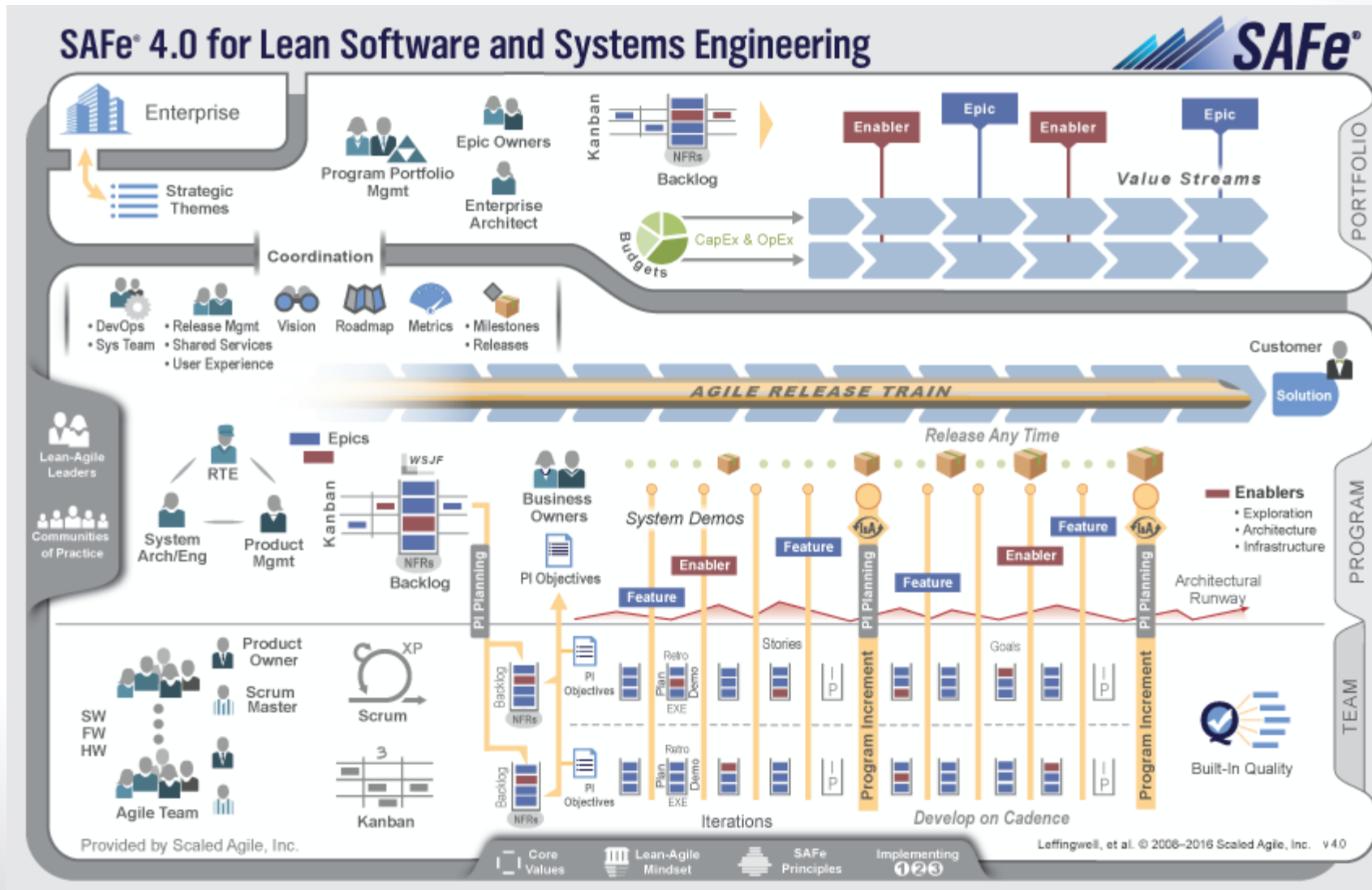
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Scaling – One example framework

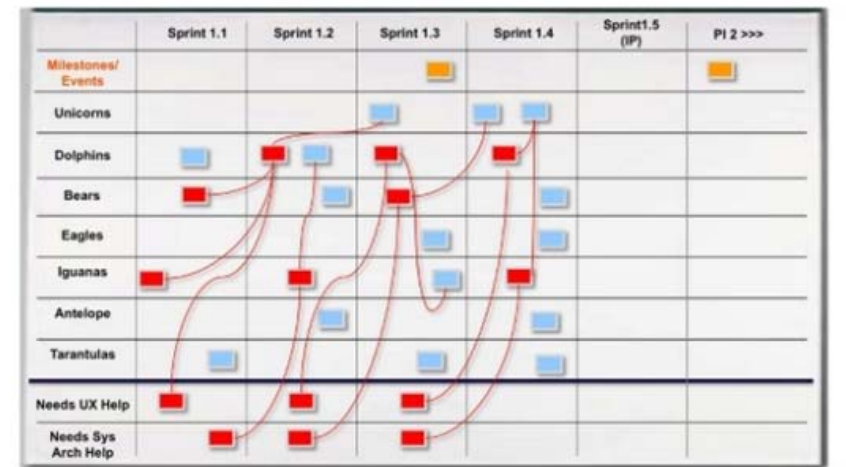


Program Planning and Metrics are Captured

Tools do not have to be fancy...
“Old school” is sometimes the best way to start.



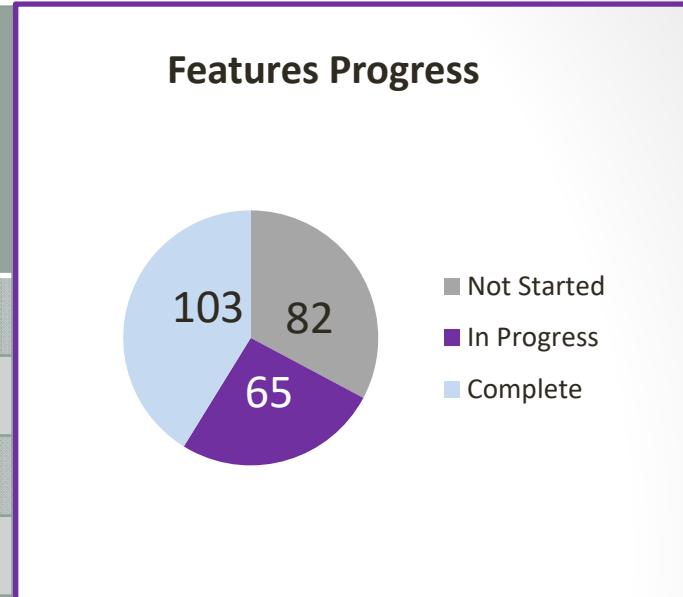
Program Board



Blue = Features
Red/Pink = Significant Dependency
Orange = Milestone/ Event
Red String = A dependency requiring stories or other dependencies to be completed before the feature can be completed

Program Metrics – Scope Monitoring

Workstream	Initiatives Mapped to Work Request Business Requirements	# of Features Submitted	# of Features Assigned to Transition Teams	# of Features due for Completion Next 60 days
Workstream 1	3	50	45	9
Workstream 2	2	4	4	0
Workstream 3	1	1	1	0
Workstream 4	3	3	3	0
Workstream 5	10	37	14	4
Workstream 6	27	58	58	10
Workstream 7	3	26	25	1
Workstream 8	4	35	22	6
Workstream 9	2	7	6	0
Workstream 10	42	29	29	0
Grand Total	96	250	207	30



SCT IT FEATURES BY WORKSTREAM							
Workstream	Assigned	In Flight	Complete	G	Y	R	Assigned % Complete
TOTAL	207	65	103	52	8	5	50%
	45	7	28	6	1	0	62%
	29	15	12	13	2	0	41%
	4	1	1	1	0	0	25%
	1	0	1	0	0	0	100%
	3	2	0	2	0	0	0%
	14	4	8	3	0	1	57%
	58	16	33	10	3	3	57%
	25	9	7	9	0	0	28%
	22	5	13	2	2	1	59%
	6	6	0	6	0	0	0%

Program ABC Reporting - Agile



Legend	
◆	Initiative Milestone Not Started
◆	Initiative Milestone is On Track
◆	Initiative Milestone is At Risk
◆	Initiative Milestone is Critical
◆	Initiative Milestone Completed
◆	Initiative Milestone Deployed

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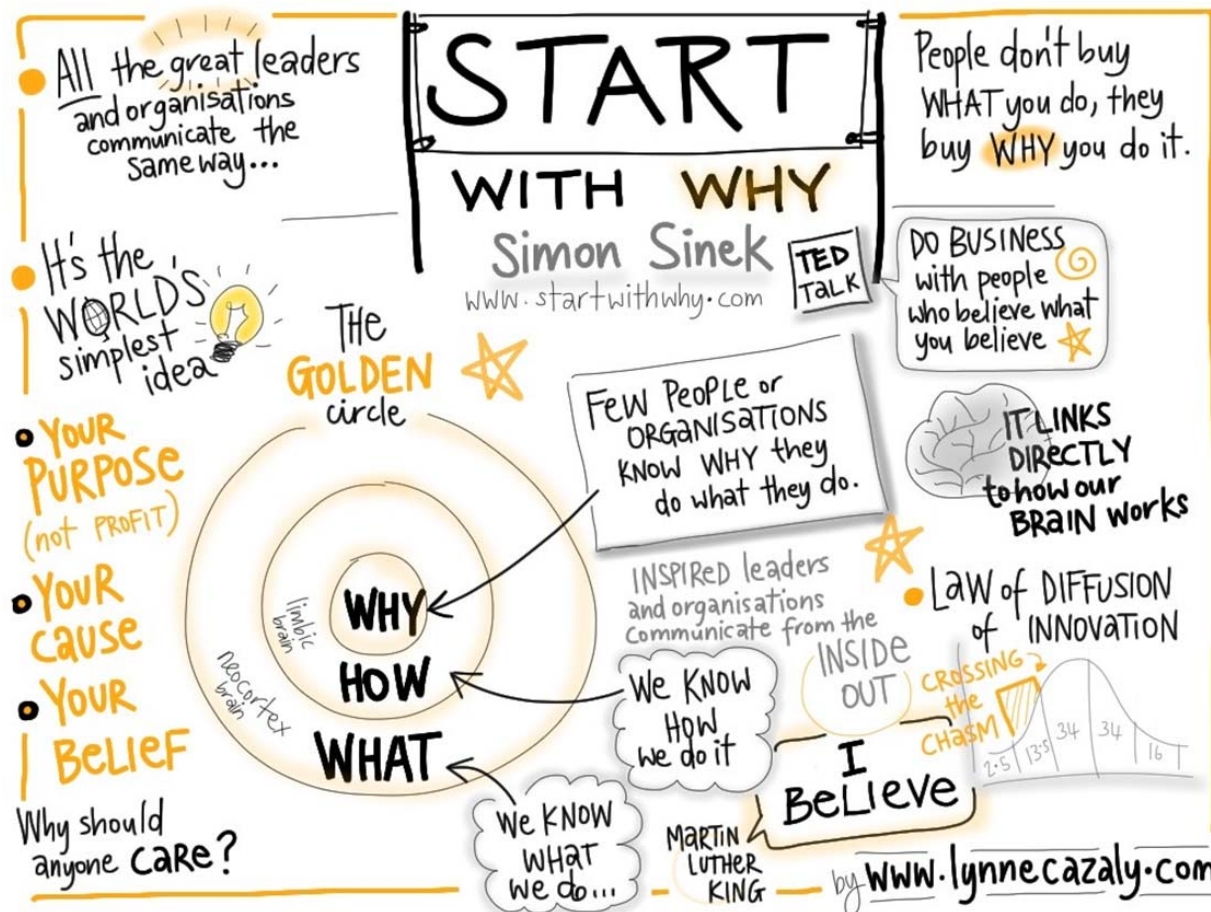
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Doing **right things**

IN THE AGILE WORLD, SOME THINGS DON'T CHANGE...

PORTFOLIO MANAGEMENT ALIGNS TO BUSINESS STRATEGY REGARDLESS OF DELIVERY METHODOLOGY.



Portfolio Management asks the “Why”

- This is no different with Agile.
- STRATEGIC Objectives are the key ~ **Are we doing the RIGHT things?**



Portfolio Planning

It takes real
planning to
organize this kind
of chaos.

Mel Odom

Key Tips:

- Align headcount (in FTE) to strategy. This MUST be done with input and alignment (and approval) with Executive Leadership.
 - ex (illustrative only):
 - Business Alignment 1 = 50 FTE
 - Digital Transformation = 40 FTE
 - Maintenance = 300 FTE
 - Security = 80 FTE
- There is not an alignment to named people or teams. There may be some carry-over/multi-year work that is applied to these numbers.
- Break Strategy into initiatives. Use the initiatives to map all work conducted by the teams. This can be done multiple ways:
 - Initiation/Ideation phase should include the mapping to the initiative.
 - Agile teams can use Features or Initiatives (or some other nomenclature) to tie user stories.

What is different?



Waterfall

- Create teams around Projects.
- Define all requirements up-front.
- Cost of Change is higher the more time has passed.

Agile

- Create High Performing Teams and bring the work to the team.
- Requirements are defined “just in time” based on the priority of the work.
- Cost of change is variable and adaptable based on changing business priorities.
- “Fail Fast” concept

Execute on the Portfolio Plan

- **Agile** teams funded for a fiscal year.
- “Bring the work to the team” as aligned with strategic initiatives.
 - Product Owners prioritize the work.
 - Teams work in Sprints and release to production when deemed a “releasable moment” by the Product Owner. The release may be small components and a combination of all work types.
- Ensure all strategic work is aligned with strategy. Are teams working on the **Right things at the Right time?**

Execute on the Portfolio Plan

- Defined the difference between an Agile Delivery team vs. an Agile Project team.

	Project Work	Maintenance Work	Enhancements
Delivery Team Scope	x	X	x
Project Team Scope	x		

- Project work (work brought in through a WR)
- Maintenance work (production defects, security defects, etc.)
- Enhancements (work to be completed by a single team as defined by the Product Owner)

- Think of the Product lifecycle
 - Established products received fiscal funding.
- Try new things! Experiment!
 - Infrastructure works in an Agile world. Try Kanban.
- Be transparent in reporting. Track the work tied to the strategic initiatives and report on in.



Portfolio Reporting Metrics – People Availability

	Oct 17 FTE	Nov 17 FTE	Dec 17 FTE
Capacity	443	437	437
Team 1	14	14	14
Team 2	119	113	113
Team 3	124	124	124
Team 4	187	187	187
Consumed	304	296	294
Team 1	14	14	14
Team 2	66	63	61
Team 3	66	65	65
Team 4	158	154	154
Availability	139	140	143
Team 1	(1)	(0)	(0)
Team 2	53	50	52
Team 3	58	59	59
Team 4	28	31	32



Top Priority (Portfolios) Plan to Forecast ~ FY20XX

Top Portfolios	FTE Plan	OCTOBER FTE	NOVEMBER FTE	DECEMBER FTE
Portfolio 1	200	210	210	210
Portfolio 2	120	0	0	0
Portfolio 3	23	2	1	
Portfolio 4	2	0	0	0
Portfolio 5	0	0	0	0
Portfolio 6	15	1	1	
Portfolio 7	33	8	2	2
Portfolio 8	1	0	0	0
Portfolio 9	28	9	9	9
Portfolio 10 (Program ABC)	60	74	73	72
Total FTE:	482	304	296	293

*Forecasted FTE values are rounded up to whole numbers.

Lessons Learned



- Leadership buy-in and support is key.
- Understand what you are measuring and the behaviors you are encouraging and/or changing.
- Manual processes are best when learning something new. Pick the tools to fit your process and not the processes that fit the tool.
- Keep it real. Pick your battles.
- Servant Leadership!!
- Portfolio Planning tools and Agile team tools are NOT the same!

Further Resources...

- <http://www.scaledagileframework.com/>
- <https://www.scrum.org/>
- <https://hbr.org/2016/05/embracing-agile>
- <https://www.agilealliance.org/>
- <https://www.isaca.org/cobit/pages/cobit-5-framework-product-page.aspx>
- <http://pmi.org>
- <http://agilemanifesto.org/>



Questions?



THANK
YOU